USAMC INSTALLATIONS AND SERVICES ACTIVITY (AMC I&SA)

FY 98 LESSONS LEARNED

1 NOVEMBER 1998

MR. L. F. COLE, ACTING DIRECTOR

USAMC INSTALLATIONS AND SERVICES ACTIVITY (AMC I&SA)

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INTRODUCTION

1. We prepare the AMC I&SA Lessons Learned annually in an effort to improve our service to you. It provides a functional summary of major observations resulting from our construction program oversight, technical assistance visits, and from the following assistance/compliance reviews:

a. Facilities Engineering/Energy Programs Review (FE/EPR).

b. Fire Protection Operational Readiness Inspections (FPORI).

c. Environmental Compliance Assessment System (ECAS) Review.

d. Natural Resources Program Review (NRPR).

e. Command Equipment Management Program Review/Equipment Survey Program (CEMPR/ESP).

f. Administrative Transport Management Survey (ATMS).

g. Command Supply Management Review (CSMR).

h. Food Service Program Management Reviews (FSPMR).

2. The AMC I&SA Lessons Learned covers our three major functional areas of Facilities Engineering, Environment, and Installation Logistics. We provide points of contact, with email addresses, for each issue discussed so that you can obtain more information.

3. If you desire additional copies of this document, contact Ms. Swift, AMXEN, DSN 793-5536, or Email swiftj@ria.army.mil. Your can also access the FY 98 Lessons Learned on our Home Page at **http://www.ria.army.mil/isa/pubs.htm**.

FACILITIES ENGINEERING

1. SUBJECT: Transformer Operation under Unusual Conditions.

a. ISSUE: Army installations can lessen electrical fire risks by keeping areas around transformers free from flammable materials.

b. DISCUSSION: Indoor dry-type transformers are extensively used to supply lighting and equipment loads. These transformers are mostly floor mounted and occasionally operate unusually hot for various reasons (overloaded condition, arcing due to loose connections, or restricted air circulation). Flammable materials (plastics, paper, items made of wood, etc.) stored in the vicinity of such transformers increase fire risks considerably. Therefore, areas surrounding floor-mounted transformers should be free from flammable materials and have good ventilation to ensure a safe working environment.

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2. SUBJECT: Dielectric Testing of Aerial Lift Trucks.

a. ISSUE: The dielectric testing of these trucks every 6 months will ensure a safe working condition.

b. DISCUSSION: Installations need aerial lift trucks for overhead high voltage line works. Many installations perform dielectric tests on these trucks annually or at longer intervals. The working environment (extreme hot and cold) of an aerial device causes deterioration of the electrical insulating characteristics of the bucket liners and upper and lower boom insulators. Therefore, more frequent electric testing of these trucks will ensure a safe working condition.

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AMC I&SA FY 98 LESSONS LEARNED (cont)

3. SUBJECT: Proximity of Concrete Container Loading Pads to Adjacent Railroads.

a. ISSUE: In some cases contractors have installed concrete pads too close to railroad ties.

b. DISCUSSION:

(1) When the concrete is poured too close to the railroad siding ties, future maintenance becomes more difficult and costly, especially if the ends of the ties are imbedded in the concrete. Some contractors may attempt to avoid installation of forms next to the railroad ties, but they are a necessity to eliminate maintenance problems such as tie replacement and resurfacing.

(2) Assure that the project plans indicate a gap of at least 6 inches between the end of ties and the poured concrete pad. You should also check to assure that drainage is not impeded, i.e., appropriate measures are taken to drain the ballast on both sides of the siding.

c. POC: C. Reindl/AMXEN-C/DSN 793-8264/reindlc@ria.army.mil.

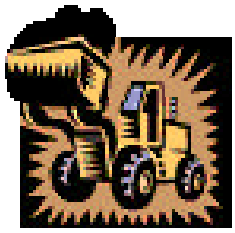
4. SUBJECT: Fractured Faces on Railroad Ballast.

a. ISSUE: American Railway Engineering Association Specifications do not specify the number of angular faces on railroad ballast.

b. DISCUSSION: Crushed, angular aggregate is necessary to provide proper support and holding power for the track structure. If you reference AREA specifications in your railroad construction and repair contract documents, or use guide specifications that reference AREA specifications, you'll need to include a statement on the number of fractured faces required in the crushed ballast stone. Normally this is not a problem, but if your source of supply is natural gravel, then angularity (fractured faces) becomes very important. The Corps of Engineers (CE) guide specification 05650, Railroads, includes requirements for fractured faces. You can find it at the Huntsville Division website: **http://www.hnd.usace.army.mil**.

c. POC: C. Reindl/AMXEN-C/DSN 793-8264/reindlc@ria.army.mil.

AMC I&SA FY 98 LESSONS LEARNED (cont)



5. SUBJECT: Military Construction, Army (MCA) Design-Build (D/B) Construction Projects.

a. ISSUE: MCA D/B construction projects have not included funding for design costs incurred by the D/B contractor.

b. DISCUSSION:

(1) The problem: D/B projects have not included MCA funding for design costs incurred by the D/B contractor. This oversight invariably leads to a funding shortfall for the project because the Government estimate covers only brick and mortar. This almost guarantees the proposal bids will be higher than the Government construction estimate and the Programmed Amount (PA) funds because the D/B contractor includes design costs to develop the plans and specifications in their bid. The installation must then reduce the Scope of Work from the original requirements and identify options that would allow the project to be awarded within the PA. The options may or may not be awarded.

(2) The Solution: All MCA projects should include a separate line item on the DD Form 1391 for all D/B projects under Primary Facility for “Preparation of Plans and Specs,” with cost at 6 percent of the initial PA (including contingencies and Supervision, Inspection, and Overhead Costs). This would also include all Congressional-Add Design/Bid/Build projects that will be executed as D/B. The Army is also requesting that Congress increase the Planning and Design account by 3 percent of the estimated construction cost to fund development of a Request for Proposal and award of a contract. This does not lock us into D/B if the acquisition plan developed by the U.S. Army Corps of Engineers (USACE) Design District shows a traditional approach is more advantageous. This has been coordinated between the U.S. Army Materiel Command (AMC) and the Department of the Army (DA) for all MCA projects beginning in FY 99.

c. POC: S. Podhurst/AMXEN-C/DSN 793-8295/podhursts@ria.army.mil.

6. SUBJECT: Facility Reduction Program (FRP).

a. ISSUE: FRP data fields in the Real Property (RP) database contained invalid information.

b. DISCUSSION:

(1) AMC I&SA tracks the FRP program for installations' requirements for multiple years and obligation status of FRP funds received by them. The USACE Installation Support Center (CEISC) -- formerly U.S. Army Center for Public Works (USACPW) -- wrote a query to extract FRP data from sites' Integrated Facilities System (IFS) and Real Property Standalone (RPS) RP databases. AMC I&SA provided this program with instructions to all AMC sites in May 98. Sites should make use of this very helpful program to extract and analyze data, and update invalid information for FRP data fields in their RP databases.

(2) Following are some examples with invalid information:

(a) The FRP requirements for FY 99-03, submitted by sites at the end of FY 98, still contained the year disposal planned as 1995, 1996, 1997 and 1998 for facilities that were not demolished yet. These years should be changed to FY 99 or any other valid future years.

(b) The "Estimated Cost to Demolish" field was often left blank. Sites are telling AMC and DA that they do not need any money to demolish the facilities. Sites could use an estimated cost of $11.50 per square foot for contamination-free facilities; otherwise, use a valid estimated cost.

(c) The Planned Disposition Code (PDC) field often had a blank or an invalid code. Use of a valid code in this PDC field would get the sites proper credit for FRP. Valid FRP codes are "G (FRP TARGET)," "H (MCA AND FOOT PRINT DISPOSALS)," "J (ONE-FOR-ONE DISPOSALS)," and "W (LAYAWAY PENDING DISPOSALS)." Use of valid codes is critical to obtain FRP credits after disposals are complete.

(d) The McKinney Act date field contained the Year 2000 while the facility disposal completion date was 1998.

c. POC: N. Yerra/AMXEN-C/DSN 793-8290/ yerrar@ria.army.mil.

7. SUBJECT: Standing Water around High Voltage Equipment.

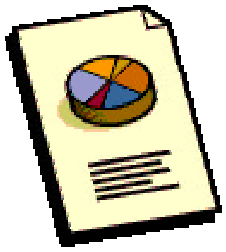
a. ISSUE: Installations can minimize electrical shock hazards and premature equipment failure by keeping high voltage areas moisture-free.

b. DISCUSSION: Power distribution systems over 600 volts consist of many critical components including liquid filled substation transformers. Usually these transformers

are installed outdoors on diked concrete pads to contain the insulating liquid during an accidental transformer housing failure. However, standing rainwater in these dikes exposes this equipment to moisture and creates electrical shock hazards to personnel doing emergency repair work. Also, these transformers are subject to premature insulation failure due to rainwater standing in the dike for a long time.

c. POC: T. Taylor/AMXEN-C/DSN 793-6656/taylort@ria.army.mil.

8. SUBJECT: Installation Status Report , Part I (ISR-I).



a. ISSUE: When you enter quality ratings into ISR Part I, Infrastructure, the system self-generates costs for sustainment of the facilities at the current quality level. The system also generates a cost to improve the condition of the facilities to the next higher condition level.

b. DISCUSSION:

(1) When the user of a facility completes a Facility Condition Assessment form, inspection components are rated as Green, Amber, or Red. If one critical inspection component is rated Red, the whole facility is rated Red. For example, a Research and Development building could be rated Red due to a Meeting/Conference room being rated Red. This will cause the ISR system to generate a cost to improve the building to an Amber and Green condition. This system-generated cost may be a lot higher than the cost to just fix the Meeting/Conference Room.

(2) We recommend that you review Facility Condition Assessment forms on Amber and Red rated facilities for single critical component Amber or Red ratings. Determine if a lower cost repair or alteration project to a single component could improve the whole facility to a higher rated condition. This will have the dual benefit of raising your facility's condition and lowering your installation's improvement costs.

c. POC: S. Townsend/AMXEN-C/DSN 793-8367/townsends@ria.army.mil.

9. SUBJECT: Force Protection and the Engineer.

a. ISSUE: Project documents (DD 1391s) rarely address Force Protection requirements adequately.

b. DISCUSSION:

AMC I&SA FY 98 LESSONS LEARNED (cont)

(1) Project planning requirements have long included the requirement for Force Protection considerations. Most DD 1391s, however, still include a blanket statement that Force Protection was considered and there are no requirements. If you have this statement in one of your DD 1391s, chances are you need to get help with this section.

(2) Engineering should not create this section alone. At a minimum, Security should co-generate the requirements and concepts with Engineering. To accomplish this goal, both parties should have taken the course, "Security Engineering," provided by the Omaha District CE (Anna Pratt), CENWO-ED-S, (402) 221-4489.

c. POC: N. Shepherd/AMXEN-C/DSN: 793-8368/shepherdn@ria.army.mil.

10. SUBJECT: RP Training Improves Real Property Inventory (RPI) Accuracy.

a. ISSUE: AMC I&SA continues to work to improve installation RPI accuracy.

b. DISCUSSION:

(1) The AMC I&SA RP Team provided RPS training to seven U.S. Army Industrial Operations Command (IOC) installations and two IOC Real Estate representatives during 4th Qtr FY 98.

(2) This was the first training in the use of the RPS for four of the seven installation representatives and one of the IOC Real Estate representatives.

(3) The purpose of providing this unscheduled training was to assist the installations with updating their 4th Qtr FY 98 RPI submission.

(4) All attendees expressed their appreciation and relayed they felt more comfortable with making their 4th Qtr FY 98 and future RPI submissions.

(5) Additionally, the benefit of providing the training session was evident in the quality and completeness of the 4th Qtr FY 98 RPI updates from these sites.

c. POC: K. Terrill/G. Troyer/AMXEN-C/DSN 793-5646/8297/terrillk@ria.army.mil/ troyerg@ria.army.mil.

11. SUBJECT: Capitalization of Maintenance and Repair (M&R) Projects and Renovation Projects in the RPI.

AMC I&SA FY 98 LESSONS LEARNED (cont)

a. ISSUE: AMC installations and activities should capitalize M&R projects and renovation projects in the RPI.

b. DISCUSSION:

(1) Many AMC installations relay they are not capitalizing M&R projects and renovation projects in the RPI.

(2) The Assistant Chief of Staff for Installation Management (ACSIM) released revised capitalization guidance during FY 97. Reference memorandum, ACSIM, DAIM-MD, subject: "Interim Policy and Procedure Changes to AR 405-45, Inventory of Army Military Real Property", dated 15 Apr 97. Guidance to capitalize M&R projects and renovation projects in the RPI is located in paragraph 25b (page 9 of 35) in enclosure 1 to the above memorandum.

(3) We subsequently forwarded this guidance to all installations 4 Aug 97. We also provided copies during the AMC Real Estate/Real Property Management Workshop, 4-8 Aug 97.

(4) We plan to re-release the ACSIM memorandum, along with an ACSIM memorandum that extends the interim policy. We will stress the importance of capitalizing M&R projects and renovation projects in the RPI in the forwarding memorandum.

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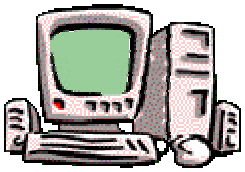
12. SUBJECT: AMC Installations Using IFS/RPS Automated Systems for RPI Reporting.



a. ISSUE: AMC installations must ensure the current baselines of IFS or RPS are installed for RPI reporting.

b. DISCUSSION:

(1) AMC installations using IFS-Mini/Micro on Unisys 5000/6000 are not Year 2000 (Y2K) compliant. Also, some installations are experiencing hardware failure due to the age of the machines. Unisys maintenance contracts cost more than the purchase price of a server computer with Solaris operating system.

(2) The current baseline for IFS is Interim Change Package (ICP) 11-03 for server sites and ICP 10-07 for Unisys sites. This implemented FY 99 Army Management Structure Code (AMSCO) changes.

(3) The current baseline for RPS is ICP 11-03, which also implemented FY 99 AMSCO changes. A reminder -- RPS sites must use MS-ACCESS 2.0 to create queries and reports with the RPS database. Use of higher versions of MS-ACCESS will corrupt the RPS data base. We learned that MS-ACCESS 2.0 must be installed on the Personal Computer (PC) before change packages can be loaded. Your PC will operate with MS-ACCESS 97 and 2.0. We recommend that you install MS-ACCESS 2.0 in a directory named c:\access2.

(4) AMC I&SA had five different baselines of IFS and RPS files for the 4th Qtr FY 98 RPI update. Different data structures complicated consolidation of the AMC RPI database. Quality assurance issues of data also complicated the process. The complications translated into more time being spent processing data. This caused delays for data requests.

c. POC: G. Troyer/K. Terrill/AMXEN-C/DSN 793-8297/5646/troyerg@ria.army.mil/ terrillk@ria.army.mil.

13. SUBJECT: Utility Systems Privatization Assessments.

a. ISSUE: Time consuming privatization assessments may not be required.

b. DISCUSSION:

(1) Based on the past year's privatization effort, we've found that a slight deviation to the AMC privatization assessment process is warranted when installation utility systems (water and sewer) meet the following criteria:

(a) Distribution system is about 100,000 LF or less.

(b) A single central plant is not part of the installation system.

(2) The recommended action is to conduct a preliminary interest market survey through Commerce Business Daily (CBD) to determine whether a complete assessment is warranted. If the CBD announcement results in "interested" responses from qualified utility entities, we proceed with the full assessment. If not, we notify DA that these utility systems have satisfied the review requirement and have been identified as: "no

potential or noneconomical to privatize." We have and can provide sample announcements to be used for this survey. We recommend the survey be completed 60 days prior to any scheduled assessment kickoff meeting date.

c. POC: B. Hulbert/AMXEN-C/DSN 793-4872/hulbertb@ria.army.mil**.**

14. SUBJECT: Privatization Using the Streamlined Approach.

a. ISSUE: Normally privatization takes up to 2 years to accomplish. By using the streamlined approach to privatization, you could cut the amount of time by 50 percent.

b. DISCUSSION:

(1) AMC I&SA developed a streamlined approach to the privatization process. The normal approach takes approximately 2 years from the first kickoff meeting to the actual turning over of the utility. Our streamlined approach cuts this time almost in half. Aberdeen Proving Ground is an example of how our approach works. The kickoff meeting was held on 7 Oct 97 and the anticipated award for the contract is 7 Nov 98.

(2) Details on our streamlined process is posted on our webpage at **www.ria.army.mil/isa/private/index.htm**. Information on the process is available, along with links to other useful sites.

c. POC: J. Nache/AMXEN-C/DSN 793-4652/nachej2@ria.army.mil.

15. SUBJECT: DA Facilities Standardization Program.

a. ISSUE: DA Standard designs, when available, will be used for design development.

b. DISCUSSION:

(1) When programming for a new facility, the installation proponent should review the list of available DA standard designs to ascertain if any standard design package is available. You can obtain the current listing of DA standard designs from the Internet at **http://cadlib.wes.army.mil/html/cos/cfusion/MainPage.htm**.

(2) When an installation submits their DD Form 1391, they must include a statement indicating if standard designs are being used. If a standard is available and

not being used, the DD Form 1391 will include justification in the supporting paragraphs and a statement that a waiver from its use has been obtained. It is the Major Army Command's (MACOM's) responsibility to ensure that standard designs are being utilized wherever possible. If an installation does not want to utilize a standard design or wants to deviate from an existing standard design, these installations must generate a waiver request and forward it through their MACOM to HQDA for approval.

(3) You can obtain additional guidance on the implementation of Standard Designs from ER 1110-3-113, Engineering and Design Department of the Army Facilities Standardization Program.

c. POC: D. Faith/AMXEN-C/DSN 793-6485/faithr@ria.army.mil.

ENVIRONMENT

1. SUBJECT: Environmental Management Reviews (EMRs).

a. ISSUE: Improve long-term environmental performance by developing a sound foundation for an environmental management program.

b. DISCUSSION:

(1) An EMR is an evaluation of an installation's environmental program and management systems. It determines how well the facility has developed and implemented specific environmental protection programs to ensure compliance. Several AMC installations have participated and found these reviews helpful in identifying root causes of environmental performance problems.

(2) The EMRs provide an early warning of potential compliance issues. They also foster improved working relationships with the Environmental Protection Agency (EPA) by encouraging an open dialogue on environmental concerns. The EMRs are not compliance-oriented assessments, audits, or inspections, nor are they pollution prevention opportunity assessments. A team from the EPA regional office, assisted by qualified contractors, conducts the EMRs. They are voluntary and initiated by the installation. If your installation is interested, contact your regional Federal Facility Coordinator.

c. POC: G. Badtram/AMXEN-U/DSN 793-8268/badtramg@ria.army.mil.

2. SUBJECT: Registration of Polychlorinated Biphenyl (PCB) Transformers.

a. ISSUE: Recent regulations require registration with EPA of all PCB transformers on an installation.

b. DISCUSSION:

(1) A few years ago (4 Apr 90), EPA required generators to notify EPA of their PCB waste activities on a special form (40 CFR 761.205). Although most AMC installations met this deadline, the Environmental Compliance Assessment System (ECAS) revealed some installations were unaware of the requirement and were late with their notifications.

(2) Now EPA is requiring registration of all PCB transformers by 28 Dec 98 (Federal Register, Volume 63, No. 124, 29 Jun 98, page 35440, amending 40 CFR 761.30(a)(1)). PCB transformers are those with a PCB concentration of over 500 parts per million in the dielectric fluid. The registration forms are also provided in the same Federal Register (page 35430, EPA Form 7720-12). The required information is brief and basic: Installation name, address, point of contact, and PCB transformer locations. Installations must send the registration directly to EPA.

(3) Following this registration, EPA will create a database and obviously know exactly where all the PCB transformers are. So installations must assure their transformer markings, inspection records, and annual document logs are all accurate and current to withstand any EPA inspections.

c. POC: D. Mueller/AMXEN-U/DSN 793-8258/muellerd@ria.army.mil.

3. SUBJECT: Data Extracted from the Installation Status Report-Part II (Environment) (ISR-II) and Environmental Quality Report (EQR).

a. ISSUE: Standards in the ISR-II and the EQR are not consistent; therefore, data reported in the two systems does not match.

b. DISCUSSION:

(1) Recently, the U.S. Army Environmental Center (USAEC) provided data to us from the ISR-II 98 submission and the EQR 97 submission for validation. Specifically, we were asked to validate the total hazardous waste poundage reported as disposed/treated off-post. Validation was necessary because the data reported in ISR-II for calendar year 97 showed an enormous increase compared to the data reported in the EQR for calendar year 96 (Army-wide the increase was 30 million pounds). There may be various reasons for the discrepancy; however, the main concern is the difference in the two systems as to how the data is requested. This is an issue not only for the Hazardous Waste media, but other media areas also.

(2) Inconsistent data reported to HQDA burdens the installations by having to explain why the discrepancies exist. We need consistent data for obvious reasons: to articulate our needs and requests for resources, to respond to inquiries from Congress, and to provide the status on how we stand in complying with laws, regulations, directives (including Department of Defense (DOD) Measures of Merit (MOMs)), etc. In order to ensure the data is consistent, MACOMs and HQDA must take action to see

that the environmental databases request the same information, and provide clear guidance as to why the data is necessary.

(3) Plans are in motion to integrate the EQR and the ISR-II (sometime in 2000). When this happens, the discrepancy issue should go away. However, until this integration happens, and until the EQR data fields match the ISR-II standards, we must go that extra mile to ensure the data we report is consistent. If you have any questions as to the exact intent of an ISR-II standard or EQR data field, contact your appropriate MACOM representative. For the EQR, that is Joel Hager, HQ AMC, DSN 767-9570; for the ISR-II, it is Margie Moffitt, AMC I&SA, DSN: 793-5040.

c. POC: M. Moffitt/AMXEN-U/DSN 793-5040/moffittm@ria.army.mil.

4. SUBJECT: ISR-II – How are we doing?

a. ISSUE: 1998 data indicates a slippage in C-Ratings compared to 1997 data.

b. DISCUSSION:

(1) We did not identify any improvements to the five pillars at the MACOM level; however, individual installations did show improvement in some pillar areas. The AMC FY 98 C-ratings slipped in the following pillars: Compliance (Quantity – down from C-1 to C-2), Conservation (Quality – down from C-1 to C-2), Restoration (Quantity – down from C-2 to C-3), and Foundation (Quantity – down from C-2 to C-3). We anticipate the Compliance Pillar to further slip in the next reporting cycle, due to the increase of violations we are receiving this year.

(2) It is difficult to compare data from one year to the next for the following reasons: The software/standards have been and will continue to be refined, laws are constantly changing, DOD modifies/adds new MOMs, and the number of reporting installations changes from year to year (due to reorganization, closure, etc.)

(3) Even with the variables listed above, ISR-II can still provide great benefits to all levels of command by showing where we are with our program compared to Army-wide Standards (i.e., have we met our DOD MOMs, are we in compliance with requirements, are we funding all of our “Must Funds”), to help prioritize our existing projects/money, and to support/justify requests for future resources.

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AMC I&SA FY 98 LESSONS LEARNED (cont)

5. SUBJECT: Integrated Natural Resources Management Plans (INRMPs)

a. ISSUE: Forty percent of AMC installations are currently without approved INRMPs.

b. DISCUSSION:

(1) Section 2904 of the Sikes Act Improvement Act (SAIA), enacted in 1997, requires all installations with significant natural resources to prepare and begin implementing an INRMP by 18 Nov 01. If your installation INRMP is over 5 years old, you are also in noncompliance with SAIA. It is imperative that all installations complete EPR exhibits to document this requirement as a Class 1 high requirement IAW Army policy (e.g., memorandum, ACSIM, 21 Mar 97, subject: Army Goal and Implementing Guidance for Natural Resources Planning Level Surveys (PLS) and Integrated Natural Resources Management Plan (INRMP)).

(2) Now for the good news! We will be using revenue generated from the AMC agricultural program to help installations achieve compliance with SAIA in FY 99. We have been in the process of refining our database and the Environmental Quality Report to clearly exhibit those installations which are in need of financial assistance to meet this goal. We will be working with installations this year to make sure that funds are available to either use in-house or contract resources to meet SAIA compliance.

c. POC: Mr. Clewell/AMXEN-U/DSN 793-8252/clewellr@ria.army.mil.

6. SUBJECT: Planning Level Surveys (PLS).

a. ISSUE: Many installations have neither completed their PLS requirements nor submitted them as EPRs.

b. DISCUSSION:

(1) Army Policy (e.g., memorandum, ACSIM, 21 Mar 97, subject: Army Goal and Implementing Guidance for Natural Resources Planning Level Surveys (PLS) and Integrated Natural Resources Management Plan (INRMP)) requires installations to program PLS as Class 1 requirements in their EPR submissions. Installations required to prepare an INRMP must complete the eight PLS described in subject memorandum.

(2) Based on our database and EQR results, we have a good estimate of the progress of AMC installations in completing PLS. Similar to the assistance we are

providing with INRMPs, we will also assist installations this year to complete these requirements, which DOD MOM tracks for completion.

c. POC: Mr. Clewell/AMXEN-U/DSN 793-8252/clewellr@ria.army.mil.

7. SUBJECT: Environmental Services Contract.

a. ISSUE: Save cost, time, and effort by accessing the AMC I&SA Environmental Services Contract.

b. DISCUSSION:

(1) In Jul 94 AMC I&SA awarded a 5-year Indefinite Delivery, Indefinite Quantity Contract to Tetra Tech EM, Inc. This is a time and materials task order type contract. It is available to all AMC installations, major subordinate commands, and Headquarters Activities. Through FY 98, 51 task orders were awarded totaling $7.0 million. Customers included 20 installations, USAEC, HQ IOC, and HQ AMC.

(2) Ten installations have accessed the contract multiple times. Some task examples were Title V Air Permit Applications; Natural and Cultural Resource Management Plans; Asbestos Surveys; Underground Storage Tanks Removals and Site Closures; Environmental Assessments; Emergency Planning and Community Right-to-Know Act Compliance Reporting; Installation Restoration Program Management Support; and Hazardous Substance Management System implementation. Installations have received quality and timely services at a competitive cost, while not needing to solicit their own contract and incurring no overhead or administrative fee. (Beginning in FY 99, AMC I&SA will assess a small fee to access the contract.)

(3) In addition to task order administration, AMC I&SA will continue to provide reviews of Statements of Work, preparation of Government cost estimates, and review of deliverables (if desired). The present contract with Tetra Tech is extended to 31 Dec 99. AMC I&SA is currently preparing a solicitation and source selection plan for a new 5-year contract. The new contract will be awarded on a best value to the Government basis. We will double the available contract hours and will award to multiple (two to three) contractors.

c. POC: J. Waring/AMXEN-U/DSN 793-8366/waringj@ria.army.mil.

AMC I&SA FY 98 LESSONS LEARNED (cont)

8. SUBJECT: Hazardous Materials Management.

a. ISSUE: An effective Hazardous Materials Management Program (HMMP) based on improved business practices can prevent pollution and maximize savings.

b. DISCUSSION: As part of the HMMP implementation, the AMC I&SA environmental services contractor, Tetra Tech, is working with the Picatinny Arsenal POC to develop and introduce new business practices that promote more effective Hazardous Materials (HM) and Hazardous Waste (HW) management. This is being accomplished through the Hazardous Materials Pharmacy (HAZMART) and a hazardous materials data management system. The Hazardous Materials Management Team (HMMT), represented by each directorate at the Arsenal and empowered by the Chief of Staff, meets on a regular basis to determine how to best accomplish these goals. With Tetra Tech as facilitator, the HMMT explores issues associated with developing new business practices and how to best implement these practices. For example, Tetra Tech introduced a data management system which is currently used to store and track information on HM more efficiently. Historically, Picatinny Arsenal had a very decentralized approach to HM and HW management. When the new program is fully operational, it will promote pollution prevention and maximize savings in operational and compliance costs.

c. POC: J. Waring/AMXEN-U/DSN 793-8366/waringj@ria.army.mil.

9. SUBJECT: Installation Restoration Program (IRP) Site Sampling Plans.

a. ISSUE: Stakeholder buy-in streamlines site sampling plan development and approval.

b. DISCUSSION: Tobyhanna Army Depot (TYAD) recently sought assistance from Tetra Tech EM Inc., the AMC I&SA environmental services contractor, for an Area of Concern sampling program. This assistance consists of meeting support, sampling plan development, site sampling, laboratory analysis, data reporting and evaluation, and project management. As part of this effort, Tetra Tech staff met with the TYAD Point of Contact (POC), State of Pennsylvania Department of Environmental Protection, U.S. Army Environmental Center, and U.S. Environmental protection Agency Region 3. The meeting and site walk through enabled these stakeholders to develop common objectives and agree to a sampling strategy. This approach streamlined the process by eliminating multiple paper submissions of sampling plans and rounds of comments and responses. Tetra Tech's sampling plan was approved with only one minor revision between draft and final. TYAD received a product at a lower cost than would have

been possible using a traditional process and all stakeholders (i.e., state and Federal regulators) were able to agree on issues upfront and avoid delays in trying to resolve issues at a later date.

c. POC: J. Waring/AMXEN-U/DSN 793-8366/waringj@ria.army.mil.

INSTALLATION LOGISTICS

1. SUBJECT: Property Book (PB) Reconciliation.

a. ISSUE: Installations are not reconciling authorization documents with PB authorized allowances.

b. DISCUSSION:

(1) An annual reconciliation between the PB and applicable authorization documents is mandatory. This includes all authorization documents, not just those contained in the Tables of Distribution and Allowances (TDA). The Property Book Officer (PBO) must sign a statement attesting to the annual reconciliation IAW AMC Supplement 1 to AR 710-2, 24 Aug 95, Supply Policy Below the Wholesale Level. The PBO will forward this statement to the commander or designated representative to acknowledge the reconciliation in writing and file it with the statement of responsibility.

(2) It is extremely important to reconcile the TDA with the PB to ensure documentation of only the minimum equipment -- that equipment needed to accomplish the mission -- is on hand or on order, and to assure the correct authorization of equipment. The TDA supports the Unique Item Tracking, Continuing Balance System-Expanded, Total Army Equipment Distribution Plan, and Total Asset Visibility. The HQDA and AMC rely on these programs for reporting and programming purposes, as well as management tools; therefore, it is imperative that the data is correct and kept up to date.

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2. SUBJECT: Equipment Walk-Through Usage Review Procedures.

a. ISSUE: The Equipment Manager (EM) does not always conduct monthly equipment walk-through usage reviews.

b. DISCUSSION: In accordance with AR 71-32, 3 Mar 97, Force Development and Documentation-Consolidated Policies, Appendix G, paragraph G-3, and AMC Supplement 1 to AR 71-32, 10 Mar 92, the EM should perform a walk-through on a monthly basis and at least semiannually with the commander. The purpose of the equipment walk-through usage review is to identify unused or seldom used equipment, to assist the EM in evaluating the usage of all equipment, allow the pooling of

underused equipment, or turn-in of equipment that is excess to mission needs. You should prepare a report of the walk-through you conducted and provide a copy to the appropriate individual when you require follow-up or corrective action. Retain these reports for a 12-month period after all actions are complete. You can find the report format in AMC Supplement 1 to AR 71-32 and in the Equipment Walk-Through Usage Review Guide, prepared by AMC I&SA, which is available on our Homepage at **http://www.ria.army.mil/isa/equip/equip.htm**.

c. POC: P. Grobe/AMXEN-E/DSN 793-3482/grobep@ria.army.mil.

3. SUBJECT: Authorization Management.

a. ISSUE: Authorizations need correcting.

b. DISCUSSION: The type authorization for certain items is inaccurate or not consistent. Listed below are the authorizations that require verification and correction:

(1) Change ARS310-49 and ARS310-49-1 to ARS71-32. AR 71-32 supersedes these two regulations.

(2) Change ARS37-110 to ARS37-1. AR 37-1 replaces AR 37-110.

(3) Change CTA-50-909 and CTA-50909 to CTA50-909. Your authorizations must be consistent. You can use a mass change in the Defense Property Accountability System (DPAS) to correct these authorizations.

(4) The TDA authorization configuration should consist of TDA, your unit identification code, and the Command Control Number (CCNUM) of the latest approved TDA. Example: TDAXQW0K8AA10100. During our reviews, we find the TDA authorization does not contain the latest approved CCNUM. Use the mass change in DPAS to change the CCNUM in the TDA authorization.

c. POC: C. Duncan/AMXEN-E/DSN 793-8299/duncanj@ria.army.mil.

4. SUBJECT: Equipment Utilization Management Plan (EUMP).

a. ISSUE: Some installations are not following their EUMP.

b. DISCUSSION: The EUMP gives you the capability of designing your own plan to meet the needs and mission of your installation. We find that several installations change or add criteria or procedures to their EUMP. Once we approve your EUMP,

you must follow the plan. If requirements change or you wish to revise your EUMP, submit the changes to us for approval. Use AR 71-32, appendices F and G, as a guide in preparing your EUMP. In addition, use the EUMP Guide and EUMP Review Criteria Guide we sent you. This guidance is also on our Homepage at **http://www.ria.army.mil/isa/equip/equip.htm**.

c. POC: P. Grobe/AMXEN-E/DSN 793-3482/grobep@ria.army.mil.

5. SUBJECT: DA Form 2408-9, Equipment Control Record.

a. ISSUE: Installations are not submitting DA Forms 2408-9 within the required timeframe.

b. DISCUSSION: IAW AR 710-3, 15 May 92, Asset Transaction Reporting System, and AMC Supplement 1 to AR 710-3, 20 Apr 94, you must forward DA Form 2408-9 to AMC I&SA, ATTN: AMXEN-E, within 10 working days following acceptance, transfer, gain, National Stock Number (NSN) redesignation, or loss of reportable equipment. We maintain an inventory of mobile equipment within AMC, and DA Form 2408-9 is mandatory for this process. To expedite this procedure, complete the DA Form 2408-9 found on our Homepage at **http://www.ria.army.mil/isa/equip/equip.htm**, and send it electronically to us. You can use this for all processes except requesting registration numbers. Timely submission of the Equipment Control Records greatly enhances our ability to plan, coordinate redistribution of serviceable assets, and program replacements.

c. POC: L. Emerick/AMXEN-E/DSN 793-8322.

6. SUBJECT: Mobile Equipment Reporting Requirements.

a. ISSUE: Not all installations are submitting their yearly reports.

b. DISCUSSION: Installations are responsible for submitting the following reports, available in DPAS, on a yearly basis:

(1) Commercial Design Vehicle Usage Report (DP8N101A). This report provides administrative usage identification of commercially designed vehicles and is due by 15 October of each year.

(2) NTV Cost Accounting and Management Report (DP8D211A). This report, due by 15 October of each year, lists all nontactical wheeled vehicles, excluding

loaned/leased. The user enters fuel cost, commercial shop cost, total direct/indirect cost, and cost per mile.

(3) USA Registration Number Report-1086 (DP8D221A). This report provides an annual summary and identification of vehicles on the PB. There are three separate due dates for this report. Depots are due by 1 April, arsenals and ammunition plants by 1 July, and all other installations by 1 January.

c. POC: L. Emerick/AMXEN-E/DSN 793-8322/emerickl@ria.army.mil.

7. SUBJECT: Air and Gas Compressors.

a. ISSUE: The testing and marking of compressors requires improvement.

b. DISCUSSION: You must inspect and mark your compressors on a yearly basis IAW TB 43-0151, 17 Mar 89, Inspection and Test of Air and Other Gas Compressors. We find the inspection of the compressors is past due, some safety valves and unloaders do not have seals, and some compressors do not have inspection tags. When you inspect or test the equipment, affix a tag or stencil the compressor with the date inspected and the next inspection due date. Establish procedures that ensure periodic inspection and test of air and gas compressors.

c. POC: J. Fox/AMXEN-E/DSN 793-8323/foxe2@ria.army.mil.

8. SUBJECT: Inspection of Hooks and Slings.

a. ISSUE: The performance of periodic inspection of hooks and slings requires improvement.

b. DISCUSSION: Installations have the responsibility for inspecting, maintaining, scheduling, and documenting the inspection of hooks and slings, IAW TB 43-0142, 28 Feb 97, Safety Inspection and Testing of Lifting Devices. Within AMC, hooks on jib cranes and hoists, 1,000 pounds or less, will have a visual periodic inspection by maintenance personnel. You may supplement the visual inspection with a magnetic particle or other nondestructive type testing whenever apparent conditions indicate the need for more in-depth inspections. This inspection applies to all lift hooks, chain hoists, chains, slings, and cables, not just crane hooks. You must schedule and document the annual inspection of lifting slings. Use DPAS to schedule annual inspections and serve as a reference for historical data. It is common to find no sling master list, improperly stored and marked slings, and no local identification number.

The slings should be hung up and readily available to the users, and you should assign a number to these slings for easier identification, control, and scheduling inspections.

c. POC: C. Mecham/AMXEN-E/DSN 793-8321/mechamc@ria.army.mil.

9. SUBJECT: The Army Oil Analysis Program (AOAP).

a. ISSUE: Several installations do not have an AOAP and some maintenance contracts do not include an AOAP.

b. DISCUSSION: Participation in the AOAP is mandatory IAW DA Pam 738-750, 1 Aug 95, Functional Users Manual for The Army Maintenance Management System (TAMMS). The AOAP is a condition monitoring program that will:

(1) Improve equipment reliability and readiness by early detection of potential failures.

(2) Lower support costs by reducing the number of catastrophic failures and curtailing excessive component wear.

(3) Reduce resource usage by conserving petroleum products. The AOAP laboratory will recommend when to change the oil.

(4) Determine the physical condition of used lubricants and the internal condition of engines, transmissions, and hydraulic systems.

c. POC: J. Johnson/AMXEN-E/DSN 793-8324/johnsonj@ria.army.mil.

10. SUBJECT: Maintenance and Utilization Coding for Mobile Equipment.

a. ISSUE: The coding of maintenance and utilization data in DPAS requires improvement.

b. DISCUSSION: During Administrative Transport Management Survey reviews, we find the Mobile Equipment Master Report contains the wrong codes for the type of utilization and scheduled Preventive Maintenance (PM) frequencies. Many of the mobile items contain a "W" for walk-through, nontactical vehicles reflect the code for days instead of miles, and materials handling equipment and commercial construction equipment contain the code for hours rather than days. We find frequencies for PM coded quarterly only, quarterly and semi-annually, only semi-annually, and only

annually. The minimum maintenance for PM is semi-annual and annual. You can find the codes for maintenance and utilization in Appendix L of the DPAS Users Manual.

c. POC: D. Fuglsang/AMXEN-E/DSN 793-8361/fuglsangd@ria.army.mil.

11. SUBJECT: Army Working Capital Fund (AWCF).

a. ISSUE: Several AWCF installations are not reconciling the PB with the general ledger account.

b. DISCUSSION: The AWCF gives installations an effective means to control the costs of goods and services you produce or furnish and to finance, budget, and account for these costs. Because of this, it is imperative you maintain accurate records and establish internal controls to assure proper reconciliation and reporting. Close coordination with your resource management office and Defense Finance and Accounting Service (DFAS) is essential. You are responsible for:

(a) Entering property and equipment transactions into DPAS.

(b) Making sure you capitalize and depreciate the property and equipment that meet the capitalization criteria.

(c) Reconciling property and equipment balances in subsidiary records to the general ledger balances. Utilize the DPAS financial reports to aid in this process.

(d) Providing DFAS with certified statements that balances are correct.

c. POC: M. Morris/AMXEN-E/DSN 793-8301/morrism@ria.army.mil.

12. SUBJECT: Installation Status Report Part III (ISR-III).

a. ISSUE: ISR-III is critical to the future of AMC installations.

b. DISCUSSION:

(1) The ISR III Report continues to increase in complexity and scope. The DA ACSIM has now added quality issues, as well as costs of providing services, to the report.

(2) The Army Staff, AMC, Major Subordinate Command (MSC), and installation staffs use the information gathered by the reporting process to make decisions regarding resources and policies. The report supports the trend toward more centralized approaches to installation management issues.

(3) In light of the importance given to ISR-III, the staff at installations and headquarters needs to focus all year on ISR-III. The AMC I&SA helps the installations and staffs by facilitating training for the installation and staff proponent POCs slated for 2QFY99. Computer based training is also a tool for the POCs to take back to their installations for training others. The training includes viewing and using the ISR-III data for decision making and direction.

(4) The AMC I&SA intends to make the ISR-III database more accessible to AMC and MSC headquarters functional proponents for presubmission review and later decision-making and direction.

c: POC: M. Morris/AMXEN-E/DSN 793-8301

13. SUBJECT: Weapons and Ammunition Accountability.

a. ISSUE: Installation staffs did not always follow policies and procedures for weapons and ammunition accountability and inventories.

b. DISCUSSION:

(1) Despite the high visibility of weapons and ammunition accountability generated by the AMC Inspector General's Special Assessment of Accountability of Materiel and the frequent reminders to installations/activities on this subject, many staffs failed to meet all the regulatory requirements. We found installation/activity staffs failing to:

(a) Control ammunition by lot number on accounting records and inventory reports.

(b) Conduct frequent, consistent inventories.

(c) Report all ammunition expenditures.

(d) Research inventory discrepancies.

(2) Standard property accounting systems used in AMC provide all the tools to properly account and inventory weapons and ammunition. In addition, installations should use their Command Supply Discipline Program to assess their weapons and ammunition accountability program and to initiate corrective action where appropriate.

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14. SUBJECT: Y2K Contingency Plans.

a. ISSUE: Failure of Installation Support Systems (ISS) on and after 1 Jan 2000 could affect safety, security, and core accomplishment.

b. DISCUSSION:

(1) The ISS consists of installation RP systems such as traffic lights; heating, ventilation and air conditioning equipment; intrusion detection and other security devices; fire reporting apparatus; elevators; escalators; sprinklers; computer-aided design programs; electric utility management/power control mechanisms; water; sewer; ground control devices; environmental testing and control tools; air traffic control appliances; etc. This is not a complete list, but it includes the most common systems.

(2) Commanders and civilian directors must test all ISS for Y2K compliance to avoid serious problems should these systems fail on and after 1 Jan 00. Systems that rely on dates for operations are susceptible to failure on and after 1 Jan 00. Installations/activities should keep adequate records to reflect tests and results. Tests should also address leap year -- 29 Feb 00.

(3) Based on the commander's risk assessment, staffs should develop contingency plans in the event of system failure. These plans will show work-around procedures should a system fail. For example, disruption of electric service to an

installation would adversely affect mission performance. A contingency plan will allow an installation to continue operations until the resumption of electrical power.

c. POC: J. Oberhardt/AMXEN-S/DSN 793-6126/oberhardtg@ria.army.mil.

15. SUBJECT: Excess Materiel.

a. ISSUE: Mission Stock Record Accounts (SRAs) held materiel with no valid requirement.

b. DISCUSSION:

(1) In accordance with AR 710-2, paragraph 4-23, and AMC Supplement, 18 Aug 95, thereto, Mission Supply Support Activities (MSSAs) should limit stockage to the minimum quantities necessary for mission support.

(2) We found that some MSSAs held materiel without a record of demand during the past year or more, nor was there any projected requirement. In one case, these items were sensitive and Army Regulations required a physical inventory each quarter.

(3) This practice increases the cost of operations not only in terms of the materiel acquisition cost, but also in the costs to protect the materiel from loss or damage, maintain records, and perform inventories.

(4) The AMC Supplement to AR 710-2 requires the MSSAs to review stockage levels annually to purge excess and obsolete items and justify retention of items held in the accounts.

c. POC: R. Strosahl/AMXEN-S/DSN 793-5827/strosahlr@ria.army.mil.

16. SUBJECT: Command Supply Discipline Program (CSDP).

a. ISSUE: Less than half of the installations/activities operate an effective CSDP.

b. DISCUSSION:

(1) The purpose of the CSDP is to keep commanders and civilian directors informed regarding the accomplishment of regulatory responsibilities. AR 710-2, appendix B, describes the CSDP. Paragraph B-1c encourages use of existing resources; i.e., Command Inspection Program, internal review office, staff personnel,

etc. rather than establishing new evaluation teams. Paragraph 1-13f(3) requires commanders and civilian directors to implement the CSDP and appoint a monitor (senior logistician) to oversee the programs. Tables B-1 and B-2 address the responsibilities for hand receipt holder and PB Office levels, table B-5 addressees responsibilities at the stock record and mission stock record account levels, and table B-7 reflects the frequency of these evaluations.

(2) During our Command Supply Management Reviews we found that nearly half of all installations/activities had an ineffective CSDP. Furthermore, had the staff conducted evaluations using the tables of requirements cited above, the staff would have identified most of the deficiencies themselves before our visits.

(3) The CSDP is the most comprehensive self-help program available to commanders and civilian directors through easily identified supply requirements. The CSDP evaluations provide a key source of feedback to commanders and civilian directors on their installations/activities strengths and weaknesses. This feedback identifies where management needs to focus their resources more efficiently to enhance the quality/excellence of their supply support operations.

c. POC: D. Emerick/AMXEN-S/DSN 793-8316/emerickd@ria.army.mil.

17. SUBJECT: Unique Item Tracking.

a. ISSUE: Some DPAS users unnecessarily processed their small arms and Controlled Cryptographic Item (CCI) information to the installation serialization officer.

b. DISCUSSION:

(1) AR 710-2, paragraph 2-9, and AR 710-3, 31 Mar 98, Asset and Transaction Reporting System, states it is the Army's objective to automatically report item information to the DOD Small Arms Serialization Program (DODSASP) and CCI Serialization Program (CCISP) via automated systems. The DPAS automatically reports these items to the appropriate programs. Additionally, DPAS provides an automated means to reconcile records with the two programs.

(2) The installation serialization officer collects pertinent information on small arms and CCI from PBOs, using manual or less sophisticated property book systems, and forwards this information to the DODSASP and CCISP. However, most AMC PBOs operate DPAS, and forwarding such data to an installation serialization officer is unnecessary and may lead to someone forwarding inaccurate information to these reporting programs.

c. R. Strosahl/AMXEN-S/DSN 793-5827/strosahlr@ria.army.mil.

18. SUBJECT: Management Control Numbers (MCNs).

a. ISSUE: Inappropriately assigned MCNs hampered the supply staffs' efforts to obtain other important supply data.

b. DISCUSSION:

(1) You should use NSNs when they exist. The NSN easily cross-references to essential information required to perform other supply functions. Some examples are packaging, freight, maintenance repair, interchangeable and substitution, and disposal instructions. Using the correct NSN will make your job much easier in the long run.

(2) When an MCN is necessary, you need to add complete descriptive data to the catalog record to preclude you from assigning duplicate MCNs for the same item. You should conduct a semiannual review of all assigned MCNs to help you determine which numbers to retain, cancel, or replace with an NSN. After you receive two or more demands in a 6-month period for an MCN assigned item, the Supply Support Activity should provide all available identification data on a DA Form 1988-R, Request for Review of an Item, to register interest for possible NSN assignment. You should send this form to the Director, USAMC Logistics Support Activity, ATTN: AMXLS-L, Redstone Arsenal, AL 35898-7466.

c. POC: R. Monn/AMXEN-S/DSN 793-6879/monnr@ria.army.mil.

19. SUBJECT: Proper Item Identification.

a. ISSUE: Supply staffs did not always maintain complete and consistent identification data.

b. DISCUSSION:

(1) Item identification or cataloging involves systematically classifying, naming, describing, valuing, and numbering all supplies to set a universal supply language and standardize supply management data IAW with Title 10, U.S. Code Section 2451. The supply management and item data are critical to inventory control and supply discipline. They provide essential elements for the acquisition, allocation, disposal, stock control, and inventory management of materiel, plus accurate asset and transaction reporting.

(2) Incomplete or inaccurate item identification data can lead to incorrect value of our inventory throughout the Army. We need to have this value correct not only for reporting purposes but to replace lost or damaged materiel. The Chief Financial Officers Act mandates uniform recording of inventory value at all levels.

c. POC: R. Monn/AMXEN-S/DSN 793-6879/monnr@ria.army.mil.

20. SUBJECT: Use of Management Reports.

a. ISSUE: Supply staffs did not always use system generated reports to better manage their SRAs.

b. DISCUSSION:

(1) Management reports provide the automated tools for an accountable officer to ensure property accountability. The AMC Installation Supply System provides many different reports. Some samples of the information found on these reports are performance measures, inventory values, record discrepancies, file imbalances, inventory accuracy, dormant assets, aged excess, late receipt processing, late issue processing, aged due-in/due-out records, unobligated purchase requests, and assets in litigation.

(2) Simply reviewing management reports can provide a great deal of information about your supply operations and help you assess supply discipline within the SRA. These reports will help you preclude many problems by taking prompt action.

c. POC: R. Monn/AMXEN-S/DSN 793-6879/monnr.